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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

[Handwritten signature]

IN REPLY REFER TO

AGAM-P (M) (2 Feb 67) FOR OT

6 February 1967

SUBJECT: Operational Report - Lessons Learned - Headquarters, 40th
Signal Battalion (Const) 31 October 1966

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 40th Signal Battalion (Const) for quarterly period ending 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
a/s

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 40TH SIGNAL BATTALION (CONST)
APO 96491

SCCVSG-FSSO

3 November 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(RCS CSFOR-65)

TO: SEE DISTRIBUTION

1. References:

- a. 1st Signal Bde Regulation Number 870-2, dated 5 October 1966.
- b. AR 1-19.

2. Attached is the Quarterly Report on Lessons Learned for this unit covering the period August through October 1966.

1 Incl
a/s

KIRBY LAMAR
LTC, Sig C
Commanding

DISTRIBUTION: A Plus

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FOR OT RD
660426

12 OCT 1966

DEPARTMENT OF THE ARMY
HEADQUARTERS, 40TH SIGNAL BATTALION (CONST)
APO 96491

SCCVSG-FSSO

3 November 1966

OPERATIONAL REPORT - LESSONS LEARNED

Section 1: Significant Organization Activities.

The battalion (HHD and two companies) departed Ft. Bragg, N. C. on 1 August by commercial charter aircraft. They landed in Oakland, California, boarded the USNS Gaffey and departed CONUS for RVN. The advance party departed Ft Bragg by special mission military aircraft on 12 August and arrived in RVN 15 August. The battalion's permanent area was designated as Long Binh for HHD and A Company, Cam Ranh Bay for B Company and Qui Nhon for D Company, yet to depart from Ft Polk, Louisiana. The main body subsequently arrived in RVN on 21 August when B Company was off-loaded at Cam Ranh Bay. On 23 August, HHD and A Company off-loaded at Vung Tau, boarded military aircraft and were flown to Bien Hoa where trucks took them to Camp Gerry in Long Binh.

Twenty-two (22) days were spent in movement. Training during that time was conducted aboard ship. It was devoted to the prescribed orientation training for RVN.

From 23 August to 15 September, the battalion engaged in establishing its areas and in training for anticipated mission assignments at Long Binh and Cam Ranh Bay.

On 15 September, the battalion became operational. On 15 September, D Company arrived in Qui Nhon from Ft Polk, Louisiana.

From 15 September to 31 October, the battalion has been engaged in a combination of establishing base camps at three locations, training (both formal and OJT) and performing operational missions.

Just prior to 15 September and continuing through the end of the reporting period, battalion has surveyed four (4) project sites. Limited work is in progress at Cam Ranh Bay and at Qui Nhon. An Khe and Long Binh are at a standstill due to materiel shortages, and lack of engineering drawings respectively.

Problem areas, lessons learned, and other significant areas will be covered in subsequent paragraphs of this report.

Part I. Observations (Lessons Learned)

1. Personnel: This paragraph will be taken into consideration under Training and Organization

12 OCT 1966

SCCVSG-FSSO

3 November 1966

SUBJECT: Operational Report - Lessons Learned

2. Operations

Item: Class IV Outside Plant Projects in Vietnam are being seriously delayed.

Discussion: Class IV Outside Plant Projects are not ready to be installed due primarily to lack of materiel but, also to some extent, by outdated engineering plans and requirements. There is not enough proper materiel available to adequately complete a Class IV Telephone Outside Plant Project and it is impossible to determine when sufficient materiel will be available. The only hope for progress is to "make do" with what little is available by fabrication, substitution or deletion.

Observation: Much effort is being placed on expediting materiel deliveries. Some stocks are in country and have turned up but the quantities have been too meager to effect the overall plan. In the future, follow-up supply action should be initiated far enough in advance of project start dates to insure adequate delivery schedules. Engineering procedures must be modified to provide more responsiveness to changes in base development. To a limited extent this is now being instituted.

3. Training and Organization:

Item: TOE 11-25E, 36E, 27E do not provide the optimum in organization and equipment for fixed telephone outside plant construction in Vietnam or any other place under prevailing conditions.

Discussion: TOE 11-25E, 26E and 27E are the component structures for a poleline construction battalion for open wire and limited multi-pair lead covered cable construction. New equipment and materiel, new methods and techniques and new concepts of constructing permanent facilities in tactical zones have made the TOE obsolete. The military is rapidly assimilating into its inventory commercial equipments and materiel. The qualifications of personnel must necessarily advance or change to properly utilize these new equipments and materiel. Augmentation of special MOS's, special training and the deletion of some equipment and augmentation of other items is necessary. This battalion is working on an MTOE to meet requirements necessary to accomplish our assigned mission.

Observation: All signal construction units being ordered to RVN (or any other overseas tactical area) should be equipped, trained and "tailored" for mission, modifying the TOE prior to training rather than after arriving in country.

SCCVSG-FSSO
SUBJECT: Operational Report - Lessons Learned

3 November 1966

4. Intelligence: No comment.

5. Logistics:

a. Item: Materiel handling procedures and methods for surface shipment of unit equipment could be greatly improved.

Discussion: Unnecessary intermixing of equipment from unrelated units within the stowage area of ships causes serious inefficiencies during the off-loading operations. Appreciation of certain engineering requirements for load distribution governing stowage location is recognized, however, equipment belonging to company-sized units should be stowed in such a manner that off-loading procedures will cause least damage, loss or separation.

Observation: Prior planning by dock authorities, on-loading in reverse of off-loading and maintaining maximum unit integrity will greatly facilitate off-loading procedures and prevent much loss and damage.

b. Item: Close liaison must be maintained with port authorities and stevedore operations on equipment arrival (surface shipment).

Discussion: It was found that unless positive initiative is exercised by the individuals responsible for the equipment it may never get to its destination.

Observation: Upon arrival in country, contact should be established and maintained with the port authorities on ETA of equipment. When equipment arrives, personnel should be stationed on the docks during the entire off-loading cycle to receive and separate the equipment. Off-loading operations should be closely checked to insure that all cargo due to be off-loaded is off-loaded.

c. Item: Project materiel in depots in RVN must be identified and segregated so that it is available when needed, where it's needed.

Discussion: Depot stock records in RVN are inaccurate and incomplete. Project materiel is on hand but cannot be identified unless a knowledgeable person inventories and assures that the items are picked up on proper records.

Observation: The depots in RVN must be inventoried and accurate records compiled so that materiel on hand can be made available to users when it is needed.

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3 November 1966

SUBJECT: Operational Report - Lessons Learned

d. Item: Port facilities are inadequate and inefficient resulting in extensive loss and damage and delay in movement of material.

Discussion: On occasion, this battalion is required to move heavy loads to its outlying companies. Air shipment, due to weight and amount, cannot handle these loads therefore, sea transport must be utilized. It takes too long to get things out of Saigon Port and when it does arrive at its destination, extensive damage often results.

Observation: The Saigon Port facilities must be improved and more care has to be taken in the handling of cargo.

6. Other. No comment.

Part II. Commander's Recommendations

1. Personnel: None.

2. Operations: In general, Class IV project work should not be started until 100% of the BOM is on requisition and 80% is physically on hand and the requirements and engineering plans have been reviewed for validity not more than 30 days prior to commencement.

3. Training and Organization:

a. That TOE 11-25E, 26E, and 27E be revised into a more realistic organization incorporating new concepts and equipment and materiel in a tactical zone such as is here in RVN. Open wire is not any longer required to any great extent in the military and that is what this type battalion was designed to do. The present TOE is obsolete.

b. That the ATP for this type battalion be reviewed and stress put on pole erection (wooden, concrete, and metal), multipair polyethylene insulated (PIC) and lead covered cable installation (aerial and buried) and splicing techniques with emphasis on commercial supplies.

4. Intelligence: None.

5. Logistics:

a. That a suitable TA be established for the stocking of expendable supplies, hardware and accessories necessary for the mission of this battalion under its revised TOE.

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SUBJECT: Operational Report - Lessons Learned

b. That port operations and materiel handling procedures be kept under close scrutiny to minimize bottle necks, loss and damage.

c. That depots take positive action to accurately identify and record all items under their control so that it can be given to its proper user when it is needed.

6. Other: None.

Kirby Lamar
KIRBY LAMAR
LTC, SigC
Commanding

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22 NOV 66

PROJECT TITLE

DESCRIPTION

ACTUAL DATA

STATUS REPORT

DATE OF REPORT

FI - 66 cable	33 kinds of multi-pair telephone cable totalling 2,514 million feet	Requested JCM to requisition cable and ship to RVN	Most cable has been received. JMC is mailing report of cable to be delivered.	Follow-up, if report is not received by 25 Nov.
FI - 67 cable	33 kinds of multi-pair telephone cable totalling 2,352 million feet	Requested JCM to requisition and ship to support commands for depot stock, to be further requisitioned by units	Cable is being shipped as requested.	Complete cable requisitioning and reporting system, and issue to groups for action by units.
Mission Essential List	A list of materials required for outside plant installations to be used by signal construction companies. Initially 473 items, now over 600.	Lists were sent to each unit for requisitioning and stockage, and to JCM for addition of JCM's to NCU items.	Units have been requisitioning materials since August. Some materials have been received. Some unit requisitions have been back-ordered at support commands when stock was on hand, as the item was controlled by engineers as a construction material.	Follow-up through Logistics Directives to monitor unit requisitioning and assure that adequate demand data has been procured. New JCM's issued by applicable supply centers must be given to units to refine requisitioning. This is being tried now and will be in the hands of the units before the end of the month. Coordination with 1st Log Engineers and Director of Supply has made in the case of common construction materials, so that requisition of items will be increased for the items on the Mission Essential List.
Theater Stockage List	An up-dated Mission Essential List which estimates monthly consumption of materials at each support command	Submitted to 1st Log on 6 October with late JCM's as provided by JCM and includes some recently identified materials which are not yet being requisitioned by units.	This list was submitted to the 14th JOC on 6 November for submission of requisitions for each support Command.	Follow-up with 1st Logistical Headquarters and 14th JOC to assure timely action and control of stockage of these items at each support command.

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PROJECT TITLE	PROJECT TYPE	DATE	105 Lof items received in the 31st	1st Lof has been given lists of materials not received and able to trace them down at the port and issue to appropriate units.
Latta Push FY - 66	55 line items were shipped to China by 30 for use in Class IV projects.	2d Log on China was given specific addresses where the material was to be shipped when received.	105 Lof items received in the 31st	1st Lof has been given lists of materials not received and able to trace them down at the port and issue to appropriate units.
Latta Push FY - 67	253 line items in slightly smaller quantities than the FY 66 shipments	Notified 30 to ship materials to each support command in ratio to the number of signal construction companies supported. Units have previously been given F.I.'s of the items, which permits them to requisition those they need	Acquisitions have been submitted to appropriate authorities by ICF. Materials will be shipped direct to depot and support command in country for stockpile.	None.
90 Days Needs	A list of 116 items which was made up in July to satisfy brigade requirements until 15 October when the Latta Push and unit requisitions were expected to have increased needs above those of Class IV projects.	List was submitted to 1st Log, but held by them until 8 August in anticipation of Latta Push. 2d Log submitted requisitions beginning on 18 August for four increments - the first three increments for 30 days supply each, and the last for 90 days supply.	One line item in the record increment was received, although Latta Push Army Depot has reported shipping 47 line items.	1st Lof is taking action to inventory the Latta Push, to uncover any items shipped in that were not reported to Latta Push, and has sent messages to Latta Push to emphasize the urgency of need. When materials are received, Latta Push direct them to the unit with the highest warranted priority.

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Page 3

PROJECT TITLE	DESCRIPTION	ACTION TAKEN	RESULT TO DATE	ACTION REQUIRED
Splicing Materials ECOM Procurement	106 line items of PIC cables splicing mater- ials designed to splice 200 cables in each case of aerial or buried/ branch or straight splice case	List submitted to 1st Log on 14 August with request for immediate procurement and shipment to 67th Signal Battalion	93 line items have been received at 67th Bn and passed to the 40th Bn for use in validated high prior- ity projects. Remaining 13 items should be received by the end of November.	Follow-up by units of the 2d Group to re- quisition any materials additionally required.
Splicing Materials Northwest Procurement Agency	Same list of items as above	List submitted to 1st Log on 14 August, as above	52 line items have been shipped on 7 November from Travis AFB. 37 line items have been received in full and 15 missing. A second shipment left Travis on 11, 13 and 14 November with an unknown number of items aboard.	1st Log has asked Northwest for a listing of materials shipped in the second group. Daily checks are being made by COM at the Fifth Aerial Port for these materials.

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SCCVSG-0 (3 Nov 66)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(RCS, CSFOR-65)

HEADQUARTERS, 2d Signal Group, APO 96307

11 NOV 1966

THRU: Commanding General, 1st Signal Brigade (USASTRATCOM), APO 96307
Commanding General, United States Army Vietnam, APO 96307
Commanding General, United States Army Pacific, APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the
Army (ACSFOR, DA), Washington, D. C. 20310

1. Concur in observations.
2. This indorsement is marked "FOR OFFICIAL USE ONLY" solely for the protection of material contained herein, and will be cancelled when separated from protected material.

FOR THE COMMANDER:

1 Incl
no

for Robert K. Bridwell 2 dt
PETER K. FRIEND
CPT, SigC
Adjutant

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SCGVOP (3 Nov 66)

2nd Ind

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, 1ST SIGNAL BRIGADE (USASTRATCOM) APO San Francisco 96307
2 DEC 1966

TO: Commanding General, United States Army Vietnam, ATTN: AVC-DH, APO
96307

1. IAW AR 1-19, one copy of subject report from the 40th Signal Battalion (CONST) is forwarded.

2. Concur in the Commander's Observations with exceptions and comments as follows:

a. Item: (FOUO) Class IV outside plant projects in Vietnam are being seriously delayed. Projects are being delayed because of lack of supplies. However, during the past seven months tremendous increases in cable assets have occurred, as a result of action taken here to bring cable in-country. At present, the hardware and splicing material situation is improving. The following actions have been initiated by this headquarters to provide adequate supplies of cable and ancillary materials.

(1) Cable requirements for multi-pair cable for FY-66 were forwarded through HQ, USARV in December 1965 to Electronic Command in Philadelphia. Cable specified in that requirement has been arriving in Vietnam since July of this year. Defense Industrial Supply Center, which has been procuring and shipping the cable has mailed a current status of the FY-66 cable to CEEIA (not received yet). At this time, most of the FY-66 cable has been received. The requirement for the FY-66 cable was sent to USARPAC Inventory Control Point in September of this year and specified that cable be delivered in three increments by 1 December 1966, 1 March 1967 and 1 May 1967. The forecast of cable for 1968 is being made and will be forwarded in December 1966 for deliveries to begin in June 1967. Cable required for Class IV projects was requisitioned separately and shipped to Okinawa. As it arrives in Okinawa and as site requirements develop, this cable is ordered shipped direct to the site. Cable recently discovered on Okinawa totalling 698,713 feet has been ordered into Vietnam to satisfy known Class IV projects and provide stockage at key points. Distribution is programmed as follows: CoA, 40th Sig Bn, 105,000 feet; 69th Sig Bn, 35,000 feet. Units are being advised by separate correspondence of the distribution of this cable. In those cases where project or maintenance requirements have exceeded the programmed cable, other assets have been tapped. Where no asset has been known in-country or in Okinawa, requisitions have been submitted. In the case of the Long Binh outside plant distribution system, an expanding requirement for distribution necessitated the requisitioning, procurement and manufacture of 900 and 1200 pair cables. Additional unprogrammed requirements such as this are being fully considered in making up the forecast of cable requirements for 1968.

3

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SCCVOP (3 Nov 66)

2nd Ind

8 DEC 1966

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 Oct 66 (RCS CSFOR-65)

b. Item 3, Training and Organization. Concur. Action is under-way to modify TOE 11-27E, Signal Construction Company and TOE 11-47E, Signal Cable Instruction Company. This modification includes the addition of 21 items of commercial cable construction equipment in order to provide the units with the capacity of install and rehabilitate multi-pair cables. Action is being taken to recommend modifications of signal units in CONUS scheduled for deployment to RVN. Signal Construction units scheduled for deployment to the theater should include instruction on the installation of PIC in their training.

c. Item 5a. Do not concur. Cargo planners are utilizing the "Commercial" or "Convoy" methods of loading vessels from CONUS to Vietnam. If cargo was loaded by company-sized units it would cause a considerable amount of valuable space to be wasted.

3. Concur in the Commander's Recommendations with the exceptions and comments as follows:

a. Recommendation 2, Operations. Do not concur. Experience has proven that work can be started prior to 80% of material being on hand. To wait for all or nearly all equipment to be physically present to start construction would only serve to further delay projects.


b. Recommendation 3a. As indicated in 2b above, action is being taken to modify these TOE's.

c. Recommendation 5a. This headquarters with the assistance of Electronics Command personnel has undertaken a program to assign FSN's to all items of equipment on the 1st Signal Brigade Mission Essential list. After sufficient field experience with this list, necessary action will be taken to have the TA updated.

d. Recommendation 5c. This problem area has been discussed with the Deputy Commanding General, 1st Logistical Command. Specific problems areas covered in these discussions have been given exceptional action by that command. Results are described in inclosure 2.

FOR THE COMMANDER:

2 Incl
Added 1 incl
2. Summarized Actions


WILLIAM A. HIGGINS
Colonel, SigC
Deputy

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AVHGC-DH (3 Nov 66)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65)

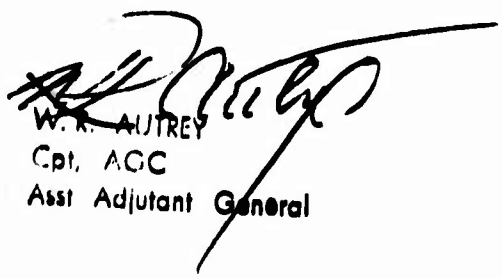
HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 19 DEC '66

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOF-OT
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 from Headquarters, 40th Signal Battalion (Construction) as indorsed.

2. Concur with the basic report and the modifications of the previous indorsements.

FOR THE COMMANDER:


W. R. AUTREY
Cpt, AGC
Asst Adjutant General

2 Incl
no

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GPOP-OT (3 Nov 66)

4th Ind

**SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65)**

HQ, US ARMY, PACIFIC, APO San Francisco 96558

7 JAN 1967

**TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310**

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:



**2 Incl
nc**

**G. L. McMULLIN
CPT, AGC
Asst AG**

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